Ministry of Children and Family Development

2018/19 – 2020/21 SERVICE PLAN

February 2018

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Minister Accountability Statement

The *Ministry of Children and Family Development 2018/19 - 2020/21 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Katrine Conroy
Minister of Children and Family Development
February 5, 2018

Minister of State Accountability Statement

As the Minister of State for Child Care and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2018/19:

a) Begin implementation of a plan for universal child care that provides affordable, accessible and high quality care and learning to every child whose family wants or needs it; and

b) Implement B.C.'s actions under the Multilateral Early Learning and Child Care Framework agreement with the federal government.

c) Continue engagement with all levels of government, child care providers and the private and not-for-profit sectors on the implementation of the plan for universal child care.

d) Submit to Cabinet a report on the results referred to in paragraphs (a) through (c) on or before March 31, 2019.

Honourable Katrina Chen
Minister of State for Child Care
February 5, 2018

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Purpose of the Ministry

The primary focus of the Ministry of Children and Family Development (MCFD) is to support all children and youth in British Columbia, Indigenous and non-Indigenous, to live in safe, healthy and nurturing families and be strongly connected to their communities and culture. The ministry's approach is to deliver inclusive, culturally respectful, responsive and accessible services that support the well-being of children, youth and families in B.C.

The ministry delivers on its mandate through approximately 4,825 ministry staff working in partnership with Delegated Aboriginal Agencies, Indigenous service partners, approximately 5,400 contracted community social service agencies and foster homes, as well as cross-government and social-sector partners. The ministry supports vulnerable children and their families, emphasizing the principles of early intervention and prevention to keep families together, where possible, and connecting children and youth with permanent living arrangements when needed. Services include early childhood development and child care, children and youth with special needs, child and youth mental health, child welfare, adoption, youth justice, and supporting youth transitioning to adulthood.

Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas and 24 Delegated Aboriginal Agencies. For information on specific programs and services, visit the Ministry of Children and Family Development internet site.

The ministry also supports the Minister in her governance responsibilities for the Columbia Power Corporation and the Columbia Basin Trust. These Crown Corporations prepare their own Service Plans.

Strategic Direction and Alignment with Government Priorities

The ministry has refocused its strategic priorities and actions taking into consideration progress from our 2017/18 service plan which was created based on consultation with Indigenous leaders and partners, as well as a number of past reports and recommendations made to the ministry, including Grand Chief Ed John's report *Indigenous Resilience, Connectedness and Reunification – From Root Causes to Root Solutions*. Efforts are being redirected towards prevention, cultural connections, child care and early years services, youth transition services to adulthood and supports that help families to stay together. The ministry's service plan continues to respond to the priorities identified to achieve its long-term vision that children and youth live in safe, healthy and nurturing families. These efforts align with Government's corporate priorities.

The Minister's Mandate Letter aligns with Government's priorities through a commitment to continually improve social programs to ensure that children, youth and families have the opportunities they need to be successful – enhancing and improving child protection and prevention services and improving supports for youth aging out of care. The Minister of State's Mandate Letter aligns with Government's priority to deliver affordable, accessible, and quality child care for people all who want and need it. MCFD will continue to work with its ministry partners to deliver on these priorities.

The ministry is aligned with the Government's key priorities:

Government Priorities	Ministry of Children and Family Development Aligns with These Priorities By:
Making life more affordable	• Providing affordable, accessible, and quality care and early learning to every child and family that wants and needs it (Goal 3)
Delivering the services people count on	• Working with Indigenous peoples and partners to strengthen the child welfare system by addressing the root causes of the over-representation of Indigenous children and youth in the child welfare system (Goal 1) • Supporting vulnerable children, youth, and families in British Columbia to maximize their potential (Goal 2) • Enhancing ministry operations to better deliver our services and supports (Goal 4)
A strong, sustainable economy	• Providing affordable, accessible, and quality care and early learning to every child and family that wants and needs it (Goal 3)

Strategic Context

The Government of B.C. is committed to making life more affordable, delivering the services that people count on and building a strong, sustainable, innovative economy that works for everyone. As part of the commitment to true, lasting reconciliation with Indigenous peoples in B.C, Government will be fully adopting and implementing the *United Nations Declaration on the Rights of Indigenous Peoples* and the *Truth and Reconciliation Commission Calls to Action* to close socio-economic gaps between Indigenous and non-Indigenous British Columbians and reduce the overrepresentation of Indigenous children in care. The Government supports the 2016 decision of the Canadian Human Rights Tribunal which confirmed that the complaint of inequity in funding child and family services on reserves was substantiated and outlined remedies for the federal government to address the discriminatory impacts of its funding formulas. The ministry is working closely with the Department of Indigenous Services Canada to address these funding inequities.

Collaboration and partnership with Indigenous leaders, other Government ministries, service delivery partners, communities and organizations will help British Columbia's children and youth to live in safe, healthy and nurturing families that are strongly connected to their communities and culture.

Goals, Objectives, Strategies and Performance Measures

Goals have been realigned from the previous year's Service Plan to support the ministry's renewed strategic focus, such as Indigenous child welfare, prevention, child care, supports that help keep families together safely, and youth transitions to adulthood. Performance measures were added to track and report on our progress in implementing this strategic agenda. Additional performance indicators continue to be tracked and publicly available on the ministry's Public Reporting Portal.

Goal 1: Work with Indigenous peoples and partners to strengthen the child welfare system by addressing the root causes of the over-representation of Indigenous children and youth in the child welfare system

Objective 1.1: Reduce the number of Indigenous Children and Youth in Care

Key Strategies:

- Work with Indigenous partners and communities on new approaches to governance, jurisdiction, and funding for Indigenous child welfare
- Build connections and strengthen and revitalize relationships with Indigenous partners, leadership, and communities
- Work with Indigenous partners and the Federal Department of Indigenous Services Canada to address funding issues
- Work closely with the Ministry of Attorney General to improve access for Indigenous peoples to justice within the child welfare system
- Ensure that provincial Delegated Aboriginal Agencies receive funding to offer services at parity with the funding allocated to those same services offered through MCFD

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.1a Rate of children and youth in care per 1,000 (0-18) population[1]					
All children and youth	7.80	7.60	7.50	7.30	7.30
Indigenous children and youth	54.70	54.50	54.20	53.90	53.60
Non-Indigenous children and youth	3.20	3.00	3.05	3.00	2.95

[1] Data Source: Integrated Case Management System (ICM)

Linking Performance Measures to Objectives:

Rate of children and youth in care per 1,000 (0-18) population measures the over-representation of Indigenous children and youth in care.

Discussion:

Strategies that focus on addressing issues related to governance, jurisdiction, and funding, as well as strengthening relationships with Indigenous partners, leadership and communities, the federal government, and other provincial ministries are all intended to reduce the number of Indigenous children and youth in care.

Objective 1.2: Indigenous children and youth are supported to remain safely with their families, extended families or in permanent homes and have meaningful, lifelong connections to their communities and culture

Key Strategies:

- Provide supports to Indigenous families so children and youth have every opportunity to remain safely in their homes
- Support culturally appropriate permanent living arrangements outside the child welfare system for Indigenous children and youth who are not able to remain together with their families
- Ensure Indigenous children in care remain connected to their culture

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.2a Percent of children assessed with a protection concern that can safely live with family or extended family[1]					
All children and youth	85.8%	87.4%	87.6%	87.8%	88.0%
Indigenous children and youth	80.1%	82.0%	82.9%	83.8%	84.7%
Non-Indigenous children and youth	89.4%	90.7%	90.7%	90.8%	90.9%

[1] Data Source: ICM

Linking Performance Measures to Objectives:

1.2a The percent of children assessed with a protection concern that can live with family or extended family is a measure of family preservation.

Discussion:

Managing safety so that more children can continue to live with their families results in better education, health and social outcomes for these children while improving the sustainability of the child welfare system. This measure is the percentage of children who were assessed with a protection concern and, after receiving services, were able to still live with family.

Goal 2: Vulnerable children, youth, and families in British Columbia are supported to maximize their potential

Objective 2.1: Children, youth and families receive timely access to the services that they need

Key Strategies:

- Enhance and improve child-protection services to ensure that all children and youth grow up in safe and nurturing environments
- Improve outcomes for children and youth with special needs by enhancing access, effectiveness and coordination of services
- Improve access to mental health services and supports for children, youth and families

- Under the leadership of the Ministry of Mental Health and Addictions, work with other provincial ministries, other levels of government, community partners and Indigenous peoples to plan and begin implementation of a full continuum of mental health and addictions services for children and youth in British Columbia, including new approaches aimed at improving access to coordinated, culturally safe mental health and wellness for Indigenous children and youth
- Support Indigenous reconciliation in the delivery of youth justice programs and services that are culturally responsive and trauma-informed
- Promote and support increased use of Restorative Justice approaches to improve outcomes for young offenders and victims involved in the criminal justice system

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.1a Access to Child and Youth Mental Health (CYMH) Services[1]					
CYMH Clients Served	28,292	28,100	29,600	31,600	33,600
Average Time to Service (days)	69	65	63	61	58

[1] Data Source: Community and Residential Information System (CARIS) and Vancouver Coastal Health Authority

Linking Performance Measures to Objectives:

2.1a Improving access to CYMH services will enable a greater number of children, youth and families to receive specialized mental health services when they need them.

Discussion:
The new average time to service measure tracks wait times to access CYMH services. Increasing numbers served and reducing wait times for CYMH services are key indicators of improved access to services for children and youth experiencing mental health challenges, and their families.

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.1b First community sentence[1]	19.7	20.6	20.2	19.8	19.4

[1] Data Source: JUSTIN, CORNET

Linking Performance Measures to Objectives:

2.1b Diverting young people from entering the youth justice system will improve overall outcomes.

Discussion:

Sentencing in the Youth Justice system is often the result of previously poor outcomes throughout childhood. Additionally, outcomes for young people are, on average, better if sentencing youth can be avoided through other types of community justice services, like diversion. This measure looks at those youth who are sentenced under the *Youth Justice Act* and who serve their first sentence in the community, rather than a custody centre.

Objective 2.2: Youth transitioning out of care, or formerly in care, are supported to transition into adulthood

Key Strategies

- Ensure youth formerly in care or under Youth Agreements, or about to transition out of care or Youth Agreements, receive the services and supports that they need to lead healthy and productive lives

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.2a Percent of youth in care who turn 19 with a high school credential[1]	55.1%	55.0%	55.5%	56.0%	56.5%

[1] Data Source: ICM, Ministry of Education enrolment data

Linking Performance Measures to Objectives:

2.2a There is strong evidence that completing high school is conducive to general well-being throughout life.

Discussion:

Not only is education a determinant of healthy child development, long term well-being and social inclusion, it is also a good barometer of a youth's current well-being. The proportion of youth in care who attain a high school credential by age 19 and are at an age appropriate level is a good measure of whether the system of support for youth in care is working. This measure includes all youth in care by court order under the *CFCSA*.

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.2b Youth under Continuing Custody Orders and Youth aging-out that receive an Agreement with Young Adults (AYA) benefit payment within the next year[1]	21.6%	24.2%	27.5%	32.5%	37.5%

[1] Data Source: Resource and Payment System

Linking Performance Measures to Objectives:

2.2b Enhancing supports and improving the uptake of the AYA program for youth aging out of care or Youth Agreements will ensure better transitions and better outcomes for young adults.

Discussion:

The ministry supports former youth in care or under Youth Agreements to successfully transition into adulthood. One example is financial assistance for education, training and life-skills to youth transitioning from permanent care or a Youth Agreement. This new measure is the percentage of

youth that received a benefit payment under an Agreement with AYA within 12 months of aging out of care.

Goal 3: Provide affordable, accessible, and quality care and early learning to every child and family that wants and needs it

Objective 3.1: Develop short, medium and long term strategies and begin implementation of a plan for universal child care early care and learning system

Key Strategies:

- Improve affordability of child care services
- Enhance quality of child care services through development of a workforce strategy
- Work with Ministry of Education to update the early learning framework
- Increase number of licensed childcare spaces by 18,000 by end of 2020-21

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1a Average monthly number of funded licensed child care spaces[1,2]	105,830	110,000	115,000	121,000	128,000

[1] Data Source: Child Care Operating Funding (CCOF) Program Datamart

[2] Target of 18,000 child care spaces represents operational spaces versus funded spaces. There is a time lag between when funding is provided to create spaces and when they become operational, for example, because of permitting, construction or licensing requirements to become operational.

Linking Performance Measures to Objectives:

3.1a Increasing the number of licensed child care spaces is part of the ministry's strategy on affordable, accessible, and quality child care and early learning system.

Discussion:

This measure speaks to the average monthly number of licensed spaces with service providers who receive funding through the Child Care Operating Funding Program. Increasing the number of child care spaces will contribute to a system of accessible, affordable and quality child care for families across the province.

Goal 4: Enhance ministry operations to better deliver our services and supports

Objective 4.1: Continuous improvement of ministry's programs and services to support program and service delivery

Key Strategies:

- Recruit and retain social workers and other front line staff, including Indigenous staff

- Support staff, through technology and improved business processes, to maximize staff availability for direct client service delivery
- Prioritize staff training in key areas
- Work with external and internal partners to ensure consistent application of culturally informed policy and practice in our programs and services
- Implement a comprehensive quality assurance process that fosters a culture of continuous quality improvement and informs decision making
- Improve provision of legal services in child welfare matters to ensure consistent, timely and cost-effective outcomes
- Improve the quality, effectiveness, and consistency of services delivered to children, youth and families throughout the system of care

Performance Measure(s)	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.1a Retention rates of front line staff (social workers, team leads and administrative professionals)[1]	96.08%	96.85%	97.10%	97.35%	97.60%

[1] Data Source: Corporate and Human Resource Information and Payroll System

Linking Performance Measures to Objectives:

4.1a Measuring the retention rates of front line staff is an indication of the success in retaining experienced workers. A full complement of experienced staff will support better program and service delivery.

Discussion:

It is critical to the effective and efficient delivery of ministry programs and services that our ministry retains experienced front-line employees. Improving our recruitment and retention practices and supporting our staff will help ensure that our workforce is better enabled to deliver the ministry's programs and services.

Resource Summary

Core Business Area	2017/18 Restated Estimates[1]	2018/19 Estimates	2019/20 Plan	2020/21 Plan
Operating Expenses ($000)				
Early Childhood Development and Child Care Services	285,450	443,724	614,211	722,671
Services for Children and Youth with Special Needs	349,335	356,249	358,001	358,001
Child and Youth Mental Health Services	96,864	98,925	99,591	99,591
Child Safety, Family Support and Children in Care Services	620,719	646,053	651,770	653,770
Adoption Services	31,522	31,699	31,770	31,770
Youth Justice Services	44,292	45,890	46,425	46,425
Service Delivery Support	149,093	151,631	152,387	151,387
Executive and Support Services	17,745	18,441	18,844	18,844
Total	**1,595,020**	**1,792,612**	**1,972,999**	**2,082,459**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Service Delivery Support	4,005	4,580	4,580	4,580
Total	**4,005**	**4,580**	**4,580**	**4,580**

Other Financing Transactions ($000)				
Executive and Support Services (Human Services Providers Financing Program)				
Receipts	31	31	31	31
Disbursements	0	0	0	0
Net Cash (Requirements)	31	31	31	31
Total Receipts	**31**	**31**	**31**	**31**
Total Disbursements	**0**	**0**	**0**	**0**
Total Net Cash Source (Requirements)	**31**	**31**	**31**	**31**

[1] For comparative purposes, amounts shown for 2017/18 have been restated to be consistent with the presentation of the 2018/19 Estimates.

* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Appendix A: Ministry Contact Information

General Ministry Enquiries:
Client Relations: 250 387-7027 (in Victoria), or toll-free: 1 877 387-7027
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Ministry Mailing Address:
PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Appendix B: Hyperlinks to Additional Information

Ministry's Homepage

Public Reporting Portal

Indigenous Resilience, Connectedness and Reunification – From Root Causes to Root Solutions

Community Living British Columbia

Ombudsperson

Public Guardian and Trustee of British Columbia

Representative for Children and Youth